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6 December 1977

MEMORANDUM FOR THE RECORD

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FROM:

SUBJECT: Establishment of a Directorate of Administration
Training Program

1. In an effort to put some shape to the presently formless Directorate of Administration Training Program (DATP), each of the eight offices of the DDA was surveyed. Discussions were held with the individuals from each office who sit as representatives of their particular office on the DDA Personnel Panel. A talking paper had been prepared for use in the discussions to assist in ascertaining course objectives, general type and number of participants, course content, length of course and what contribution their particular office would make.

2. Without exception, the initial response from each office when discussing what they perceived as the objective to be achieved in the course was, "it depends on what type individual attends." As a follow on to the question of type of individual they would send, the response generally was "it depends on what is covered in the course and what skills or knowledge it is designed to impart." In short, we have such broadly defined marching orders for the program that the offices are uncertain of what the ultimate objective should be and are unable to make substantive contribution to the program formulation. This lack of comprehensive and unity of opinion is reflected in the following summaries of one-on-one interviews with the aforementioned office representatives.

3. There was one significant thread of commonality which was woven into all discussions, that being a general feeling of ambivalence toward such a program. There were several offices (Communications, Data Processing, Logistics and Security) that felt the program ought to be highly sophisticated in concept and highly structured. If this is indeed the program to be instituted they would be anxious to participate in a big way, both by committing highly promising people to the course as well as expending the necessary man hours for preparation. If there was any significant diminution in basic concept, and the program develops as a general overview/orientation undertaking then there would be less than enthusiastic participation.

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OFFICE SUMMARIES

a. Logistics - Program could be for either of two groups with two types of presentations: (1) a broad brush, lecture style approach consisting of general orientation of each office's mission running for approximately 3-4 weeks. Course content would be aimed at the junior level professional (GS-08 thru 10) with attendance open to most who come in the LOT program. The formalized training would be accomplished within the first six months of EOD and interspersed with the LOT program (which consists of practical, on-the-job type training). No decision would be made at the time of the individual's nomination to the course as to whether they are destined for future senior managerial positions; or (2) the program would have a more sophisticated structure to it than the shortened orientation version. It would, with only minimal reliance on lecture style presentations of missions/functions of the DDA, move to a seminar approach utilizing panel discussions and case studies. This formalized training would run up to 14 weeks. Attendance would be limited to those who have been selected for the LOT program, have been involved in it for a minimum of 2-3 years, are in the GS-10 thru 12 grade level, have demonstrated a capability for advancement to senior level management and have in fact been rated as having high potential. Those selected for the program would be expected to handle a broad spectrum of support duties. The participants should be pretty well grounded in math, have developed managerial concepts and have demonstrated supervisory capabilities. There would be a maximum attendance from OL of two nominees per year. Involvement in the CT program is considered unnecessary.

b. Personnel - (Note: The following comments are the ideas of the OP/CMO. He has not discussed them with OP management.

I believe that an Office orientation should closely follow the EOD of a new career officer. In the case of OP, this orientation covers a period of about six weeks.

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Sometime, before, during or very soon after the orientation, it would seem to me that a one-week course on "Introduction to Intelligence" would be beneficial.

Approximately six months after EOD, I suggest the new officer attend a DDA orientation. In order not to interfere with OJT and also to not overburden the new employee with too much at one time, consider having individual Office orientations scheduled at one-month intervals and according to office input, lasting from one to three days. Each office would be assigned a specific month and every year would plan for an orientation presentation designed to acquaint new DDA officers with office functions, services and people.

Two or three years later, a DATP/CTP-type training could be scheduled for those officers who have proven themselves to be worthy of further development. In some instances, this group would be the entire POT class or certain selected people of the class depending upon the members that could be accommodated.

Finally, for the benefit of the more senior officers who are PDP identified, I would suggest annual seminars conducted by each DDA Office for the purpose of updating and familiarizing the officers on both on-going items and new developments.

c. Commo - Envisioned this as providing a DDA wide program for upward mobility. Utilizing the concept within OC that there is no career panel which is a blind alley to advancement, create a path that those qualified junior professionals who are rated as having high potential (no particular grade level) can follow for lateral (not only within OC but within other DDA offices) as well as upward movement. OC feels that their subgroup careerists need to gain a better insight of how the other offices function within themselves and how they interface with one another and the Agency as a whole. There would be a maximum of two candidates per year if the program is of general orientation in nature with no specific direction

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for the graduates (NOTE: OC would not be terribly interested in participating in a program of this nature). If, however, it is a more highly structured course, with a specified concept of lateral as well as upward movement then the OC participation could escalate by 15-20 per year. The course is seen as a maximum of six weeks and would precede or have the Midcareer Course as a follow-on in close phase.

d. Finance - Sees the program as being geared to any of the stated objectives outlined in the talking paper. The candidates would be from the new professional hires by OF or those that have joined the DDA from other directorates. OF feels it would be best to have a general Agency and DDA orientation first and then put the selected candidates through the Office of Finance Training Program (8-12 months). Upon completion of this and with approximately 12-18 months on board, with OF given an opportunity to evaluate nominees, select a limited number of high potential FOT's for a rather extensive 12-14 week formal DATP where functions of all the DDA disciplines would be covered in more detail. There would be 4-5 nominees per running twice a year with the April and September periods considered most appropriate for their needs as these are "down times" in connection with the FOT program and general assignments with OF.

e. Security - Sees the program as one which would develop from the junior professional ranks, the potential senior managers of the future for the DDA. OS feels that it ought to be a highly structured program with nominees having been rated as having high potential by their respective offices. Those attending from OS would have completed a period of on-the-job training and be totally familiar with OS. This is considered necessary as the success of the actual formalized training would depend to a great extent on an exchange of background information and ideas. The course would be of six to eight weeks duration and consist of limited number of lectures and use of practical exercises. These would be supplemented with trips to [REDACTED]

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[] to observe the inter-relationships of the various elements of the DDA in operation. Attendance should be limited to 12-15 per running, conducted twice per year. It was recommended that DDS&T be consulted as to their success/problems associated with their ongoing Career Development course which is approximately 12 weeks long. It was thought that the DATP might be patterned somewhat along the same lines.

f. Medical Services - Sees the program as being for the "technician" who is currently at the GS-09 level and the psychologist at 12-14 level who have had a minimum of 2-3 years Agency experience. Those attending would be the type who would eventually move out of OMS for future assignments. The nominee would be from the ranks of those who have not worked in the administrative area within OMS, but would upon completion of this training be a candidate to fill a broad range of support duties either at Headquarters or abroad. OMS would nominate as many as two per year (one per running of the course). The CT program would be utilized only on a very selective basis and would be entirely for internal candidates.

g. Data Processing - Envisions the program as capable of being a screening mechanism to identify promising DDA senior managers and developing them from the junior professional ranks of ODP. The office feels that the program should be reserved for qualified junior officers in the GS-11 through 13 grade level. The program should be a DDA career development course (similar in concept to the DDS&T career development course) concentrating on administrative problems of the Directorate and Agency. The end result would be to achieve a Directorate image of unity as opposed to the current concept of eight separate identities with limited interplay and exchange. There should be a heavy reliance on case studies, field trips to private business installations to study administrative techniques and briefings on the Agency's interfacing with various other government entities such as OMB and Congress. There should also be a maximum utilization of the Assessment Center staff. ODP would nominate as many as three candidates per running, but no more than five per year.

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h. Training - As the preferred alternative, OTR sees the program as basically for new, junior level professionals (GS-07 through 10) who have been on board six months or less. It would be designed to give the participants an overview of the Agency and an in-depth familiarization of the DDA. Such a program, which stops well short of teaching skills, is envisioned to be approximately four weeks in length plus four weeks of on-site office orientation. As a second alternative there could be an expanded variation of this basic program where personnel with several years service would be provided a more substantive treatment of the DDA's mission, interaction of the Offices with one another and the Directorate's interface with the other Directorates. The lecture portion of the program would be interspersed with on-site orientations/briefings within each office of the DDA and the total program would run for about 10 weeks. As a third, less attractive alternative, the possibility of presenting a refurbished version of the Support Services Course was acknowledged. Regardless of the approach, OTR recommends that whenever feasible existing course offerings with appropriate modifications and special runnings should be utilized considering that the participants would be DDA careerists.

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